

# CWS/Probation Cover Page


## California's Child and Family Services Review System Improvement Plan

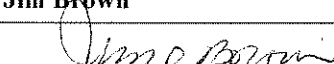
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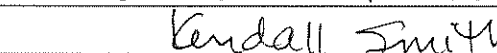
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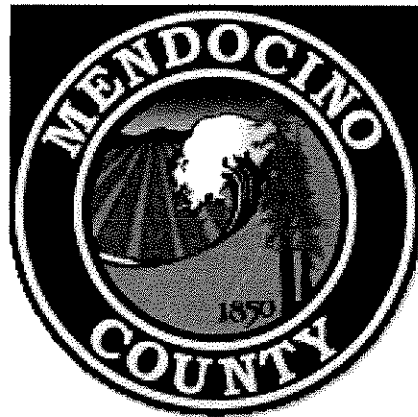
### Board of Supervisors (BOS) Approval

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Name:	KENDALL SMITH, CHAIR
Signature:	

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**MENDOCINO COUNTY  
HEALTH & HUMAN SERVICES AGENCY  
CHILDREN & FAMILY SYSTEM OF  
CARE  
CHILD WELFARE SERVICES DIVISION  
AND DEPARTMENT OF PROBATION  
SYSTEM IMPROVEMENT PLAN**

**MAY 13, 2011**



The Child Welfare System Improvement and Accountability Act (AB 636) of 2001 provides a framework for measuring and monitoring each county's child welfare services performance in ensuring the safety, permanence and well-being of children. The system established by AB 636 builds upon standards established by the federal government and adds outcome and accountability measures developed by California.

One component of the California Child and Family Services Review (C-CSFR) is the County System Improvement Plan (SIP). The County SIP outlines how the County will improve its system of care for children and youth and provides a method for reporting on progress toward meeting improvement goals using the C-CSFR outcomes and indicators.

This is Mendocino County's third System Improvement Plan. This document addresses issues that are of concern on the quarterly Data Reports as well as issues that were identified as problem areas in our PQCR and CSA conducted in 2010. This is the first time our three-year OCAP plan is incorporated with the SIP.

## TABLE OF CONTENTS

CWS/Probation Cover Page .....	2
The SIP Narrative.....	4
SIP Planning Team.....	5
Child Welfare Services (CWS).....	6
CWS and Probation Combined .....	9
PROBATION.....	9
PQCR: Final Thoughts and Future Directions .....	11
Summary of Recommendations from PQCR.....	12
CSA Summary Assessment .....	18
PART I—CWS/PROBATION .....	23
CWS/Probation SIP Matrix .....	24
CWSOIP Narrative .....	39
PART II—CAPIT/CBCAP/PSSF .....	41
Cover Sheet .....	41
CAPIT/CBCAP/PSSF Plan .....	43
PCCY/CAPC Membership Roster .....	49
Notice of Intent .....	50

## **The SIP Narrative: 2011 System Improvement Plan**

In Mendocino County, the primary body that Child Welfare Services (CWS) and Juvenile Probation work with on issues concerning children, youth and child safety, is the Policy Council on Children and Youth / Child Abuse Prevention Commission (PCCY/CAPC). This group and its members are elementary in the development of this System Improvement Plan (SIP). This body has been in existence as a community and agency partnership for children since 1992. Key public and private agencies providing services to children and youth are represented on this group, as well as community members and parents. The PCCY/CAPC serves as the Mendocino County Child Abuse Coordinating Council and is the advisory body for planning and allocating funds for a variety of child abuse prevention funds.

Represented on the PCCY/CAPC are: County Schools and Special Education, many non-profit Community-Based Organizations including family resource centers (FRCs) and foster family agencies (FFAs), the Juvenile Justice Commission, public Social Services, Public Health and Mental Health agencies, Probation, Court Appointed Special Advocates (CASA), Rural Health Clinics, Child Care providers, Alcohol and Other Drug Programs, Law Enforcement, FIRST 5 Mendocino, Indian Child Welfare Act representatives, District Attorney's Office, Juvenile Court Judge, Board of Supervisors, Latino Coalition, Workforce Investment Act, Youth Council, Child Welfare Services, as well as several parent/consumers and community-at-large members.

The PCCY/CAPC includes two standing committees, the Children's Action Committee inland and the Mendocino Coast Child Abuse Prevention Coordinating Council, both of which do the footwork in our communities to raise attention to and educate the public about the issues of child abuse and neglect.

Members of our planning team have met in different contexts in order to arrive at the outcomes to address in this document, and decide on goals and strategies to effectively address them. Child Welfare Services (CWS) met with Probation as a first step, considering the results of our Peer Quality Case Review (PQCR) and County Self Assessment (CSA). Then the CWS Management Team met to come up with goals that could reasonably be achieved in our current struggle with State and County budget cuts. Juvenile Probation conducted similar meetings, and the two agencies have continued to meet to identify and flesh out the issues we share. Members of our SIP Planning Team are as follows:

## SIP Planning Team

Required Core Representatives	Names
<b>BOS-designated agency to administer CAPIT/CBCAP/PSSF Programs</b>	Carole Aleshire, SIP Coordinator, Mendocino County Health & Human Services Agency, Children & Family System of Care Branch, Child Welfare Services Division
<b>Child Abuse Prevention Council</b>	Policy Council on Children & Youth/Child Abuse Prevention Council (PCCY/CAPC)
<b>County Health Department</b>	Linda Nagel, Sr. Program Manager
<b>County Mental Health Department</b>	Zoy Kazan, Deputy Director, Children & Family System of Care / Mental Health
<b>CWS Administrators, Managers, Social Workers</b>	Deputy Director: Rebecca Wilson, JD Sr. Program Managers: Jill Singleton AJ Barrett Jody Johnston Deborah Moody Program Administrators: Carole Aleshire Sue Norcross Bekkie Emery Social Work Supervisors: Jim Mockel Jena Conner Anne Nava Bryan Lowery Chuck Dunbar Social Workers: Nicole Quigley
<b>Foster Youth (former)</b>	Lawrence Lazaro
<b>Juvenile Court Bench Officer</b>	Judge David Nelson
<b>Native American Tribes</b>	Sherwood Valley Band of Pomo Indians, Coyote Valley Band of Pomo Indians
<b>Parent/Consumer</b>	Lisa Vance, PCCY Parent Member
<b>Probation Administrators, supervisors, officers</b>	Jean Glentzer, Juvenile Div. Mgr Supervisor Trish Lammie, Supervising DPO
<b>Resource Families and other Caregivers</b>	Camille Schraeder, Redwood Children's Services & RCS FFA caregivers Relative & NREFM caregivers

Once we had produced a set of strategies that seemed to address our issues, we addressed other Planning Team members for their feedback, prior to taking it to PCCY/CAPC for their input.

Considered along the way were many suggestions made in focus groups held for our PQCR and CSA, as well as the surveys distributed and returned for our CSA. We categorized these suggestions into the SIP topics where they fit best, and many were incorporated into these goals and strategies and milestones, to be presented later in this document.

## Child Welfare Services (CWS)

With data from both Safe Measures and the California Child Welfare Outcomes and Accountability System quarterly report for the quarter ending June 30, 2010, CWS selected its improvement targets. Some of the intention came also from information gleaned from the PQCR and CSA:

- Measure C1.1, Reunification Within 12 Months (exit cohort): for the target quarter we measured 59.3%. This is compared to our baseline at 2002-03 of 47/66 or 71.2%. This measure aims to increase the number of families reunified within 12 months of children's removal from the home.

The "other side" of this issue is that if we reunify families too quickly, or before important issues are resolved within the families, we risk the children re-entering the foster care system, which we certainly want to avoid.

Following is an abstract of a 2005 article by Fuller, Tamara L., *University of Illinois at Urbana-Champaign Journal Article*, available from <http://www.elsevier.com/>, that captures this dilemma:

When considering reunification, child welfare caseworkers are faced with the difficult challenge of predicting which caretakers will be able to provide a safe environment for their children once they return home. Unfortunately, although an increasing number of studies have examined maltreatment recurrence during investigation and following case opening, little is known about the factors that predict maltreatment recurrence following reunification. Using a case-control design and information gathered from a child welfare administrative database and client case records, the current study examined the factors that predict short-term (i.e., within 60 days) maltreatment recurrence among 174 families with children returning home from their first stay in substitute care. From a variety of child, caretaker, placement, family environment, and service provision characteristics, seven variables uniquely added to the prediction of maltreatment recurrence: 1) child age, 2) caretaker mental illness, 3) number of placements, 4) type of placement, 5) length of time in placement, 6) number of children in the home at reunification, and 7) the interaction between household structure at reunification and the presence of siblings returned home with the index child. The implications of these findings for child welfare practice and future research are discussed in detail.

Current practices underway and included in our strategies, which should improve this measure, include more closely assessing our usage of SDM (Structured Decision Making) risk and safety assessments at the point of returning children to the care of their families.

- Measure C3.3, In Care 3 Years or Longer (Emancipated/Age 18): for the target quarter we measured 70.6% of youth who were either discharged to emancipation or turned 18 while still in care, and had been in foster care for three years or longer. This is a measure where a lower percentage is better, and is compared to our baseline at 2002-03 of 50%.

Following is the conclusion section of a research document prepared based on the comprehensive literature reviews authored by UC Davis, Northern California Training Academy (*Predictors and Outcomes of Long Term Foster Care: A Literature Review*, Northern California Training Academy, February 2010:

The following have been recommended as useful in minimizing the negative impact of long-term foster care:

- concurrent permanency planning
- family finding
- involvement of older youths in permanency planning.

These practices are all being addressed in our strategies for this measure. We have recently re-dedicated staff to perform family finding starting at the Detention Hearing. We have also recently dedicated staff to our process of “Personal Village Conferencing,” our version of family group conferencing.

- Measure C4.3, Placement Stability (at least 24 months in care), aims to increase the number of children experiencing two or fewer placements in that time period. For the target quarter, our performance was 28.7%, off from the baseline of 2002-03 of 50%. Conclusions from A Literature Review of *Placement Stability in Child Welfare Services: Issues, Concerns, Outcomes and Future Direction* prepared by The University of California, Davis, Extension, The Center for Human Services, Funded by the California Department of Social Services include:

- While placement changes for children in the Child Welfare System are inevitable and at times circumstances make it more beneficial and needed, the review highlights how important it is to minimize the number of changes children experience. Held (2005) identified some of the key components for improving practices for increasing the probability for placement stability. These include (but are not limited to):
  - 1) Strong tracking and case planning to ensure that “foster drift” is avoided to achieve permanence
  - 2) Early intervention
  - 3) Increasing the availability and use of placement choice
  - 4) Increasing multi-agency support
- It is essential that children being moved in and out of their placements are moved because of the child’s identified needs, not because of the unavailability of placements (Gillen, 2005). Also there is strong and conclusive evidence that providing support to foster parents (and kin) reduces the likelihood that a placement disruption will occur (Gibbs, 2005).

In these three measures, it can not be stressed enough that the numbers are low, which has a very interesting effect on the percentages. Of course, each of these numbers represents a child and his/her experience so each one is extremely important to us. Again, we have re-invigorated our efforts at Family Finding to help with this issue.

- In addition to these formal measures, in our CSA we also assessed our compliance with the processes of documenting risk and safety assessments at various points in a family’s case. We found that we are deficient in performance at Case Closure, where in the target month of September, 2010, there were just 10 cases that were closed, and our use of Case Closure Safety and Risk Assessments needs to improve.

Please see the SIP Matrix on page 24 for goals and strategies to improve.

## Summary of Mendocino County Adoption Issues

Child Welfare Services has decided not to tackle the C2 Adoption Composite with this SIP because there is very little we can do to improve our "scores." We do, however, maintain the goal of increasing the number of children who are adopted into permanency, to the best of our ability. Below we present an assessment of various aspects of the Adoptions process in our county, in part compiled from focus groups held for our County Self Assessment.

In order to make sense of how long children have been waiting to be adopted with State Adoptions caseworkers addressing their cases, we have taken a look at State Adoptions' Secondary Assignments to our active Family Reunification and Permanent Placement cases.

There are four caseloads containing Mendocino County cases, for a total of 81 cases, but three appear to have finalized adoptions.

Of the remaining 78 cases, 42 are female and 36 are male. As to age, here is the breakdown:

Age	0	3 children	Age	7	7 children
	1	15		8	3
	2	8		9	3
	3	10		10	4
	4	9		11	2
	5	5		13	1
	6	6		15	2

As to amount of time these children have had adoption efforts underway on their cases, the numbers and dates children were "accepted on State Adoptions caseloads" are as follows:

Accepted:	2007	1 child	Jan,	2010	2 children
	2008	9 children	Mar,	2010	3
	2009	15	Jun,	2010	7
			July,	2010	9
			Oct,	2010	9
			Nov,	2010	5
			Dec,	2010	16
			Jan.	2011	1
			Soon	2011	1

Our efforts continue to refer as many children to State Adoptions as make sense, and we have a good history of referring children before the Dispositional hearing. Once that happens, however, the numbers drop off, often because State Adoptions has previously reviewed the case and deemed the child unadoptable. Reasons for this coming out of our CSA Adoptions Focus Group included:

- Native American families are not supportive of adoption, though the new Tribal Customary Adoption may change that.
- The level of care for behavioral, medical or developmental problems is beyond the capabilities of most adoptive caregivers, though there are some families with abilities for a higher level of care.



- Children over the age of 12 may object to being adopted.
- Consistent unruly behavior on the part of the child
- Stable placements where the caregiver (especially relatives) prefers not to adopt (e.g. a 70-year-old grandparent can be a very stable placement for the time being, but can't be seen as long-term).

95% of our Adoption referrals come from our Emergency Response Court Unit, which takes a case through Dispositional hearing before it is transferred to a worker in one of our Continuing units. Reasons for referrals from the Continuing units include:

- Family Reunification didn't go as well as hoped so the prognosis changes
- Behavior of severely damaged children stabilizes as they are necessarily kept from their families and their placements succeed.
- Better behavior and a better understanding of their family's dynamics could lead a child to be more adoptable and thus re-referred.

One effort we hope will help is Tribal Customary Adoption, which is new with procedures still being worked out. Our tribal community suggested they could invite the sponsor from Southern California to come and do a training for us in Mendocino County.

State Adoptions maintains the goal of 24 months to adoption and keeps track with that goal always in mind. Answers to the question of what are barriers to timely adoptions included:

- Contentious attorneys of the biological parents filing appeals which obviously will not be approved
- Challenges to or issues of reasonable services being provided during court-ordered reunification services can hold things up
- An adoptive home study could raise issues requiring remedies and/or training, which can cause delays
- Placements (often relatives) have agreed to adopt, but take a long time completing the adoption paperwork, delaying finalization
- Everyone wants to see success for the child, and not push through too fast and risk a failed adoption.

## **CWS and Probation Combined**

An issue that was raised repeatedly through our PQCR and CSA processes is the need for CWS and Probation to work together better for the best continuum of care for children who pass from one agency to the other. We will be addressing this issue together, as will be seen in the SIP Matrix on page 24.

## **PROBATION**

The Probation Department currently does not have the benefit of data from Safe Measures and the CWS/CMS data base for the purpose of this report, but that will all change in 2011.

- Mendocino County Probation is in the training and implementation phase to begin using the CWS/CMS system in March of this year. Presently we have to rely primarily on information obtained from outcomes of our PQCR and CSA as well as

self analysis from our probation placement supervisor to identify areas that could be improved through this process.

- Measure 8A focuses on Exit Outcomes for Youth Aging Out. One element of improvement we have addressed is the need to identify and develop mentoring services for transitional age youth. We acknowledge that most youth on probation, not just transitional age youth in foster care (our PQCR focus group), could benefit from mentoring, either as mentors to younger youth or by having adult mentors as support, encouragement and role models. It is helpful to have a person who they can count on to supplement an inconsistent or absent parental figure in their life. This is seen in the SIP Matrix issue 6, strategy 1.1.
- It has also been shown that family connections support successful transition to adulthood. As a result of AB938 Probation is increasingly identifying and including family members as a support for youth in foster care. The two systems (300 & 602) have historically had different approaches to how we include the families when working with the child. It is becoming increasingly more obvious that it is much more effective for positive placement outcomes if the family has been included from the beginning. This is why we have a strong focus in including the families in the transition process, as is seen in the SIP Matrix issue 6, strategy 1.2.
- As a result of the outcomes of the surveys collected for the County Self Assessment, we will continue to work on services to provide education, resources (financial and emotional) supports for these parents. There is also a need for substance abuse education and services for both the parent and child through collaboration and grant opportunities, as is seen in the SIP Matrix issue 6, strategy 1.3.
- Additionally from the results of the PQCR and CSA we have identified the need for continued cross training between CWS and Probation. The Matrix indicates cross training is a milestone in both Issues 5 and 6.

## **PQCR: Final Thoughts and Future Directions**

### **CHILD WELFARE:**

Mendocino County's Child Welfare Services Division (CWS) decided to study measure C3.3 for two reasons. 1) We were failing to meet the statewide standard for the measure, and 2) our last County Self-Assessment had revealed that a large number of children in our care were either in, or approaching their teens. Many of these children had been in care for a long time, and had experienced multiple placements, making their prospects worrisome. We became concerned about whether or not these children would leave our care ready for life ahead, and with at least one adult they could count on for assistance when they needed it. We wanted to know,

- a) why some children remain in foster care until they "age out" in Mendocino County;
- b) what we can do to prevent such long-term foster care here; and
- c) how well we have done by those who have already aged out, or are approaching that threshold.

### **What We Do Well**

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The Peer Quality Case Review (PQCR) indicated that Mendocino County CWS has significant assets related to this measure:

- Social workers who are dedicated to the children in their caseloads, and to their work;
- A steadfast commitment to ensuring that visits between children and their family members take place as scheduled;
- A solid concurrent planning process at the initial stages of a CWS case;
- Attention to the educational needs of the children in our care;
- Attention to the mental health needs of children in our care, as they arise;
- An excellent Independent Living Skills Program (ILSP); and
- Creative, productive collaborative relationships with partner agencies, resulting in new resources in our community for youth and their families (e.g., Multi-dimensional Treatment Foster Care, transitional housing options, the Arbor on Main Youth Resource Center).

### **Problems To Be Solved**

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Several issues surfaced during the PQCR process that point toward answers to our questions about long-term foster care in our county:

- Children who have remained in care for long periods often experience multiple social workers as well as multiple placement changes, adding to the instability in their lives.
- In-depth Family Finding has not been instituted in our county, and concurrent planning seems to drop away after the initial stages of a case.
- Although we have strong collaborations with Mental Health and other partners, we haven't succeeded yet in addressing the emotional and behavioral health of some children to the extent that they can maintain an adoptive or foster care placement—even with a committed guardian, family member or extended family member. This same issue has prevented many foster youth from moving into adulthood and independence successfully.

- Though we are developing excellent transition resources and collaborations in our county, we have yet to ensure that the transition from the Children's Mental Health Division to the Adult Mental Health Division runs smoothly for foster youth with mental illnesses. In addition, we could improve on some collaborations, especially with the Probation Department, concerning youth who cross between our systems.
- Our county is lacking some key resources that could work to enable families to stay together or reunite successfully. Most notably, we have too few Alcohol and Drug (AOD) resources, and what we have is rapidly disappearing because of the budget crisis. The lack of AOD resources for foster youth who abuse substances, has impacted their placement options and stability as well as their prospects for a healthy, productive adulthood.
- In addition, there is no mentor program for "graduating" foster youth, few affordable housing or employment options, and limited public transportation here.
- Currently, foster parents are not encouraged to mentor biological parents, a practice which could help some parents reunite with their children sooner and help them keep their children healthy and safe thereafter.
- Support for family members and non-related extended family members (NREFMs) caring for foster children is insufficient, especially when the children have behavioral health issues.

### **Summary of Recommendations from PQCR**

Recommendations came from both the peer reviewers and from the focus groups held during the PQCR week. The most consistent or relevant recommendations included the following:

- **To improve the chances of successful reunification—**
  - Develop a practice whereby foster parents mentor the biological parents.
  - Provide AOD services for parents and youth.
- **To find and promote stable placements—**
  - Utilize a public health nurse at intake to obtain the names of friends and family members who could care for children who are being detained. Parents are usually more willing to speak with a nurse, and might also give better information about the children's habits, and needs than they would to the social worker at that juncture.
- **To promote stable placements with family members and friends –**
  - Provide training through Mendocino College, and other support services.
- **To improve the chances of a successful transition to adulthood—**
  - Institute Family Finding to ensure that each child at least has one, steady adult in his or her life, even if that person isn't willing to adopt or become a legal guardian
  - Provide education about alcohol and drug use earlier than ILSP-age
  - Provide AOD services for youth
  - Scan and save essential documents for foster youth so that if they lose them, the documents can be recovered as needed
  - Develop a mentor program for youth
  - Develop a process for educating youth about healthy relationships, parenting, child development and family planning

- Implement a Transitional Case Conference to address the strengths and obstacles and dreams of each youth in foster care
- Improve on our collaboration with partner agencies and organizations

### **Key Practices From Literature Review**

As stated previously in this document, the Literature Review conducted by the Northern California Training Academy listed three key practices that might reduce the number of children who remain in foster care long term:

1. Concurrent Planning
2. Family Finding
3. Involving youth in permanency planning

### **Some Comments on Findings & Recommendations**

Because we reviewed cases in which the children had aged out of foster care, the PQCR did not bring out some recently implemented practices we hope will improve outcomes regarding long-term foster care. For example,

- We have been conducting a version of Family Group Conferencing/Team Decision Making for approximately one year. We call the process a Personal Village Conference (PVC), and have facilitated about 15 of these since we began. The PVC is meant to avoid out-of-home placement altogether if possible. Failing that, it promotes the involvement of friends and family members as well as the children when feasible, in developing the best alternative for placement and permanency.
- We implemented Family Maintenance In-Home Services in April of this year in all sites except Ft. Bragg. This process utilizes social worker assistants to work intensively with families in their homes at the point of reunification. They work on specific goals developed with the family and the social worker. The service is short-term and aimed at promoting successful reunification and avoiding re-entry into foster care. The social worker assistants frequently utilize their training in the Triple P Parenting curriculum to reinforce, in real life, the positive parenting techniques the parents learned while their children were in foster care. This service is also made available to families in Voluntary services, and other families in special circumstances. The effectiveness of this approach so far will be evaluated later this month.
- We are scheduled to begin an interagency response team in Ukiah this summer. The team will consist of a mental health clinician, a substance abuse counselor and Emergency Response social workers who will assess the needs of families referred to Child Welfare Services together. The process has been incubating for several years. It is loosely based on a model used successfully in Los Angeles to engage families quickly in the services and supports they need to prevent entry into foster care, or facilitate the best possible alternatives for the children. The team would link closely with the PVC described above.

In addition, colleagues and peer reviewers were apparently unaware that foster parent training is offered already at Mendocino College to family members caring for the children we serve as well as Non-related Extended Family Members (NREFMs), and they are encouraged to attend.

### **Where Do We Go From Here?**

The PQCR process showed that Mendocino County has conducted Concurrent Planning consistently at the early stages of our CWS cases, but less consistently thereafter. The entire staff were trained on Family Finding a few years back, and we had high hopes for a transformative Family Finding program here. However, the State's and the County's budget crisis has thinned our ranks. We have a staff person assigned to conduct the internet searches and follow up calls to possible family members, but we are not able to conduct the in-depth pursuit and assessment of potential caregivers and life-long connections that the model calls for. We have involved youth in permanency planning, but we believe we could involve them earlier than we do now and get more satisfactory long-term results for the children in our foster care system.

We agree with the findings and recommendations that emerged from the PQCR about working more effectively with the Probation Department concerning the youth who cross between our two systems. Likewise, we intend to continue to strengthen our promising collaborations with Mental Health, the Mendocino County Office of Education, and other local organizations who work with the children in our care. We agree that the loss of AOD services for youth and for parents is a huge challenge to improving many CWS outcomes, including the challenge of reducing the number of children who remain in foster care too long, and leave foster care without the support they need for a healthy, safe and productive adulthood. We agree that we are not currently taking advantage of the expertise and insight of foster parents who might mentor the parents of the children placed with them, and make all the difference in a successful reunification. Since Mendocino County gave up its foster care licensing program and foster parent liaison because of the aforementioned budget issues, we have lost our ability to identify and encourage foster parents to take on this role. Most of the foster parents we utilize are certified and overseen by foster family agencies (FFAs) within our county and outside of it. These agencies are indeed reluctant to allow their foster parents to interact with biological parents.

The PQCR process has spurred us to explore with our staff and our partners ways to solve several of these issues. Staff members from Child Welfare Services, Probation, and partner agencies that work with youth are already in the process of developing a mentor program that would tap local merchants to employ and advise foster youth as well as Probation Wards. The project would build on a successful practice developed by Juvenile Probation staff. We intend to join with others to explore ways to build back AOD services for youth and their parents. We also plan to work with at least our local FFAs, who have a commitment to our community and to keeping our children in the county, on engaging their foster parents in mentoring biological parents who are working toward reunification.

The years following our last System Improvement Plan (SIP) have brought some harsh lessons for Mendocino County CWS. Even prior to the budget crisis, our ambitions for improving our services exceeded our ability to implement or maintain some of the changes we imagined. When the economic realities of the last two years struck our county, it became clear that we must balance our drive to develop exceptional programs and services against the loss of funding, staff and expertise within our agency and among our colleagues and the community at large. Therefore, in addition to the plans described above, the CWS management team plans to develop a single, straightforward strategy. We think this strategy will address several of the recommendations and the key practices

noted in the literature reviews, without requiring us to impose a major change in current practices:

An interagency case conference for every child who enters Permanency Planning (PP).

- at least every six months,
- giving attention to family finding and concurrent planning efforts as well as other key aspects of the child's development , circumstances and hopes,
- Including the child whenever the child is capable and willing.

A work group of CWS staff and partners will flesh out the details of the case conference, revise case conferencing tools, and make recommendations to the management team.

Another “next step”, of course, is our County Self-Assessment during which we will look at other measures and practices. As with the PQCR, our commitment is to ensure that the goals that emerge from that process are confined to those that will have the biggest positive impact –that they are limited, and doable.

### **PROBATION:**

The PQCR planning committee, peer county interviewers, county based organizations, the youth and the Probation Department all felt the process to be a worth while positive one. The probation officers felt proud of their professionalism and dedication and learned their hard work had helped the youth receive the services they needed. The PQCR process provided a wealth of information about our current practices, ideas for improvement, and information on evidence based practices that have proven effective. Reaching out to the community providers and youth gave us insights into our promising practices and challenges. The entire process was viewed as an opportunity to learn and improve services to transitional age youth.

We have a strong commitment to listen to staff, families, and those who are working directly with the youth. The information obtained from the PQCR will be crucial for the county self assessment and the systems improvement plan. Many key strategies have been identified and soon will be developed to more effectively provide services to our transition age youth. We found there are many processes we can initiate and support locally to improve our services to this particularly vulnerable group.

The Probation Department's strength lies in our passionate dedicated staff and the strong relationships they create with youth and families. The PQCR process validated what we already believed: that our staff know their youth very well and practice positive engagement techniques. Through their efforts the youth are appropriately assessed, their needs identified, and resources are pursued. We have already indicated how difficult it is to transition to adulthood--this is often a frightful, frustrating and difficult time. Foster care youth struggle with the transition process and probation foster care youth have an additional burden of a criminal record and possible incarceration. We wanted to focus on this area by looking at our current practices and explore ways to improve transitional services.

The literature review related five areas important to successful transition. They are housing, education, mental and behavioral health, and permanency. These areas were included in our interview tool and the focus group questions.

In response to outcomes from the PQCR process we have identified areas to focus on and improve. The peer teams had four recommendations beginning with the need to collaborate with community partners to provide substance abuse services. We will continue to work collaboratively to pursue funding for local education and treatment programs.

The second recommendation encouraged exploration of evidence-based assessment tools. Within the past year the Probation Department has joined a consortium with Assessment.com and integrated the PACT (Positive Achievement Change Tool) and we are currently utilizing this evidence-based assessment tool that identifies both risk factors and criminogenic needs. This tool starts when the youth enter probation and youth are reassessed on a six month basis. The information from the assessment is incorporated into the case plans and a larger data base to continue increasing state wide knowledge to more effectively work with youth.

The next recommendation from the peer team suggested developing a support group for youth facilitated by emancipated youth. We also identified this as a significant need for all our probation youth. Our Juvenile Justice Commission is currently involved in improving countywide mentoring. They have begun the process with a conference on mentoring to gather all agencies within the county that currently are providing mentoring services. They are coordinating a website. From this we will identify areas that need additional mentors. As a part of this process several youth organizations were included to utilize their knowledge of how to encourage youth involvement. Youth participants at this symposium felt they personally preferred group mentoring. We will continue to explore mentoring and how to involve our transitional age youth. Mentors definitely lend the needed support and life long connections for youth to transition into adulthood.

Lastly the peer teams felt that increasing probation contacts during the last three months before the youth exit placement would be beneficial. The 90-day transition plan will be helpful in this process. We anticipate this increase in contact with our youth and the providers will allow for a smoother transition.

As a result of the feedback from the focus groups we have identified several additional areas that correlate with the information received from the peer interviews and the literature review. One major concern is the lack of access to CWS/CMS information and the accompanying lack of placement history, assessments, and psychological testing. Probation is mandated to comply with ICWA and family finding and any information determined while youth were served in the dependency court is needed. This indicates that we need to develop protocol with CWS within our county to access this vital information to ensure a continuum of care.

Specific areas for staff training were recommended by several of the focus groups. Topics included permanency planning, concurrent planning, NREFM's, attachment disorders and benefit eligibility requirements (SSI, food stamps, Department of Vocational Rehabilitation, college resources, etc.) We will work with UC Davis and Mendocino College to explore options for providing training and educational opportunities in these areas.



Lastly there were several other challenges mentioned including difficulties in arranging sibling visits, insufficient transitional housing options, services for homeless youth, and the lack of culturally competent providers (Native American placements). We agree that these are important areas that require attention and development of resources.

The goal of the PQCR was to identify promising practices and areas of challenge. We agree that improvement in all the areas mentioned above would improve the quality of foster care for our transitional age youth.

## **CSA Summary Assessment**

### **CHILD WELFARE SERVICES**

#### System Strengths

Many strengths have come to light from this process of the County Self Assessment, including:

- More placement options for high-needs children with severe emotional and behavioral problems, including 39 Intensive Treatment Foster Care beds, a high needs shelter in Willits and a 9-bed level 12 group home in Ukiah
- Our Family Empowerment Model including Intake Support groups and other groups and classes covering many important communication and parenting skills
- Evidence-based parent education practices
- Family Strengths program
- Safe Measures for tracking deadlines, etc.
- The Family Resource Center Network of Mendocino County offering parenting education, information and referral and other services around the remote areas of the county
- Creative, productive collaborative relationships with public & private partner agencies
- Several (non-duplicative) case conferencing processes for different purposes, including Personal Village Conferencing with families
- Family Maintenance In-Home Services utilizing Triple P Parenting tips and skills
- Extended youth resources: THPP, THPP-Plus, Multidimensional Treatment Foster Care, ILSP, The Arbor on Main Youth Resource Center
- Fewer Native American children detained lately, thought to be the result of training and better preventive services
- Many services in our service array even with shrinking funding
- Culturally appropriate services offered
- Many good suggestions from the CSA Focus Groups and Surveys

#### Areas Needing Improvement:

As we are painfully aware, we have lots of room for improvement with little financial backing to make needed improvements:

- Our Adoptions process takes too long and serves too few children
- We've had to cut down on the number of classes and groups held due to financial restraints
- Staff turnover has been cited widely, exacerbated by short staffing due to medical and stress-related leave
- Family Connections program is dwindling due to funding cuts
- Children suffer from increased domestic violence in their homes, cause grave damage and unmanageable behaviors that make it difficult for them to reunify as well as find stable placements
- Alcohol and drug abuse prevention services in the county for both youth and parents have been cut dramatically due to lack of funding
- Some Foster Family Agencies are apparently reluctant to allow mentoring by foster parents of biological parents, an area of interest to us to work toward and widely suggested in our PQCR and CSA
- Reunification issues are an ongoing problem with the services needed for successful reunification dwindling
- Adoption issues continue to be a problem but we do not plan to include them in our SIP because the issues are predominantly out of our control. Those in our control have been and continue to be addressed
- Long term care issues are a continuing problem with youth leaving care without solid connections.
- Placement stability is another issue that continues to plague us and the children in our care. We will address this issue in the SIP
- Youth going back and forth between CWS and Probation
- Need treatment facilities for youth, no funding for this

- Need more respite care
- The drug culture in our county
- Assessment completion in SDM needs improvement
- Many services unavailable to undocumented adults
- UC Davis Core training on hold because of out-of-county travel freeze

#### Strategies for the future

Our county is suffering from extensive budget issues and the loss of key leadership and staff, not likely to be filled quickly. As a result, we've had to come to terms with our limited capacity to make changes at this point in time. Therefore, we have determined that we need to focus our efforts on a few critical practices that we anticipate will have the greatest impact.

From our PQCR summary, one strategy is to make sure an interagency case conference is held for every child who enters Permanency Planning; at least every six months; giving attention to family finding and concurrent planning efforts as well as other key aspects of the child's development, circumstances and hopes; including the child whenever the child is capable and willing. A work group of CWS staff and partners will flesh out the details of the case conference, revise case conferencing tools, and make recommendations to the management team.

As mentioned above, we will be trying to put more resources toward Family Finding as a necessary strategy for finding lifelong connections for our foster youth.

Other strategies we hope to pursue:

- work toward engaging FFAs in foster parent mentoring of biological parents
- continue with our new interagency response team, barring further financial cuts that will disable this team.
- enact procedures for Tribal Customary Adoption
- identify more continuing cases for referral to adoption
- pursue the practice of looking closely at PP cases for potential return to parents as situations improve

### **PROBATION**

Our County Self Assessment has demonstrated many strengths and challenges for our Department in this upcoming year and for the development of our System Improvement Plan.

#### • Strengths

The strength of our Department continues to lay in the dedication of the staff, their flexibility, compassion and experience. The Probations Officers assigned to the placement unit are experienced and committed to helping the wards reach their treatment goals and achieve their full potential. They maintain regular monthly contact with each ward, which reinforces their relationship and gives them an in-depth understanding of the ward's specific needs. Their longevity in the Unit provides stability of worker and a familiarity with all available resources. Because they have worked with the wards intensively for months, they are adept at knowing what would be most helpful to help them transition to home and to adulthood. They are particularly empathetic and supportive of the youth and their families. Additionally, we have the advantage of a local employer who hires our youth to work in a pizza parlor. This vocational program has been invaluable in aiding in their transition home and preparing them to be adults.

#### • Challenges

We continue to need resources to transport our parents to services as well as get them to the programs to participate in treatment. We have improvised by using teleconferencing, but the youth feel more supported when the families are actually at the programs. Also we have found that reunification is more successful if the youth have had numerous opportunities to return to the community on home passes and try their newly learned skills before actually reunifying. It is frequently difficult to arrange these visits due to lack of funding and/or resources for transportation. Frequently the Probation Officer must encourage the program to

assist in this process and to understand how valuable and important the passes are to the ward's successful return home.

- Strengths

Probation recently implemented the Multi-Dimensional Treatment Foster Care program. In the past we had difficulty placing our wards in foster care, making it difficult to step them down to a lower level of care in the community. We are now able to utilize the MTFC program as well as intensive foster care and specialized foster care. This has allowed us to expand placement options as well as significantly increase the number of youth in local placements.

- Challenges

Parent transportation is a serious problem for our Mendocino Coast families. Those that work find it difficult to arrange their schedules and locate the finances to attend therapy. It also can be difficult to recruit appropriate foster parents and to find "a good match" between youth and foster parents.

- Strengths

*PACE (Probation Counseling and Education)* is seen as a valuable resource to decrease the need for out of home placement. They address AOD concerns and mental health issues and provide both individual and group counseling. They also consistently work with the families and provide wrap services when needed.

- Challenges

Maintaining stable staffing is problematic. As this is a multi-agency collaborative, there are times when it is difficult to keep all positions filled due to either vacancies or funding issues. It is also difficult at times to maintain a consistent number of participants. The criterion for wards is that they have mental health issues as well as substance abuse issues and a family who is willing to participate in the program. This population is in constant flux.

- Strengths

Education is highly valued, supported and encouraged by Probation Officers; the majority of the youth either graduate high school or obtain a GED. The Probation Officers consistently attend IEP's and are quite knowledgeable in this area. They strongly advocate for 26.5 referrals when appropriate.

- Challenges

Frequently it is difficult to find the right school setting to meet the youth's educational needs. We have an excellent foster care educational representative, but due to the uniqueness of their needs our county doesn't have the diversity of school settings to meet the needs of each youth.

- Strengths

We have an excellent relationship with CWS. Our 241.1 referral process allows youth to move from the dependency system to the delinquency system when appropriate.

- Challenges

Probation has had difficulty getting previous testing results (psychological, Bio-Social) and information on assessments completed while in the CWS system. This information would assist in determining the most appropriate placement, and knowing what has and has not worked in the past. Our upcoming inclusion in CWS/CMS should alleviate much of this problem, but it is always important to have a mechanism to share previously gathered information and data.

- Strengths

Probation Parent group, led by a placement Probation Officer, helps not only to explain the delinquency system, but provides information on placements. Parents have a chance to learn: why placements do what they do, ways to express concerns, the concept of treatment and goal setting. This group also is supportive of the parents receiving services so that they can deal with their personal issues as well as learn parenting skills.

- Challenges

The lack of parental involvement in services and therapy is difficult. Getting the parents to come to group and feel that they are supported is a problem. Our focus groups indicated that the parents would be more likely to come if it were a self-help parent support group. Our Probation Officer has asked the Parent Partner to lead the group with his assistance in order to facilitate this. Probation recognizes how difficult it is to be a parent with a child in the delinquency system. There are many difficult feelings and frustrations associated with our processes and it is important for the parents to have a venue to ask questions and receive support.

We also need services to support the parent. That could be in the form of Mental Health counseling, drug and alcohol counseling, teen parenting classes or anger management classes. Frequently the parents believe their child is the problem and don't recognize the role the family system plays in the child's behavior. Some of them have a "good riddance" attitude toward their child and fail to recognize that as the child changes the family system must also change. Some of our parents view Probation as a villain who is out to get them and their child. It takes hard work and frequent intervention to change this attitude and help the family see we are working with rather than against them.

## STRATEGIES FOR THE FUTURE

In this time of fiscal crisis there are many things that can be accomplished by increased collaboration between agencies and a sharing of resources. This process begins with cross training so that each agency can understand the needs, mandates and functions of each other. In our small community we are fortunate that agencies focus on the needs of the children and work together to provide services and accomplish goals. We view our County needs as a whole rather than separate agency needs and do our best to share what we have. The System of Care Cabinet embodies this principle by its willingness to move funds amongst agencies to meet needs. This willingness to share is the place to begin with our strategies for the future.

Collaboration, and cross training, and STC training remain crucial to our ability to reach our goals. As a result of AB 938, family finding, search and engagement efforts have increased. Probation is in the process of developing internal procedures to insure this process occurs. Confidentiality amongst family members is a very sensitive point and must be maintained while at the same time it is important to encourage families to become engaged in their child's treatment. We are hoping that we can send staff to the UC Davis family finding coursework. Additionally, the social worker who did family finding for social services has agreed to do an in service training on this process.

We are also hopeful that parent support groups will be helpful in this area. The families will learn how important the entire extended family is to maintain the youth in treatment. It will also hopefully provide more cohesiveness and support for the family system by helping them recognize that they are not alone and others care and can provide assistance. Eventually our goal would be to offer three different services including a parenting class for parents of teens, a probation parent support group led by a Probation Officer and a parent support group led strictly by a parent partner.

Another area for continued focus is transitional services. We chose this as our focus area for the PQCR and still believe it needs to continue to be an area of focus. Our local youth receive excellent services from the local ILSP coordinator, but the out of county services are

not as good nor are the services documented. The State form 405A.1 will now begin to gather ILP statistics and document after care. We are also excited about the National Youth in Transition Data Base (NYTD) collection. This will give county specific records of ILP services and Probation anticipates this data will be very helpful in understanding the quantity and quality of services provided to help the youth transition successfully to adulthood. The 90 day Transitional Independent Living Plans prepared by Probation Officers will be more effective with the assistance of this data. We are also considering implementing transition conferences. This is currently done on an informal basis, but we would like to look at formalizing the process. A good aftercare plan is essential to a good transition. We currently have excellent housing options through transitional housing, transitional housing plus and transitional age youth (TAY) Unfortunately, many of our wards have not been successful in these programs and Probation would like to learn what factors would increase the likelihood of success. Also with the advent of AB12, it becomes even more important to identify factors that lead to a positive transition to adulthood.

There are three more areas that we would like to include in future strategies. The first is our inclusion in the CWS/CMS system. In the past, foster care data for Probation has been limited to the contents of the FC 23 and the SOC 158. With our inclusion in CWS/CMS we will be able to get data on federal outcomes as well as input into the NYTD data base. A comparison of this data will also help us identify similarities and differences in the two populations, dependency and delinquency, and hopefully better serve each one. This leads into our second future strategy, the development of a 241.1 work group to review the current MOU and determine if our county is using the most efficient and effective method to determine which system best serves the interest of the youth. We may also choose to include a suggested plan as to how our county might implement AB12. Although the form has yet to be determined, it will be important for our county to design a mechanism to determine how to move a youth between systems as they reach transitional age

And lastly, we need more mentoring services for youth in the Juvenile Justice System. Currently our Juvenile Justice Commission is spearheading this project. They are identifying resources and gaps, and coordinating county efforts. They recently conducted a community forum which included all local stakeholders. The group discussed what services are currently available through the various agencies, any duplication of efforts, and determined the focus for the task in the upcoming year. Currently, Big Brothers and Sisters on the Mendocino Coast have a well thought out and viable mentoring program and can provide valuable information in determining how to assess and then meet the need for mentoring. Because this is a collaborative effort, it will be easier to recruit mentors and also expand the definition of what a mentor is able to offer. We are fortunate to have an active Juvenile Justice Commission and their leadership will hopefully provide the necessary energy and focus to increase mentoring services in our county.

#### **Bridging the gaps between the Probation and Child Welfare Systems:**

The large number of children meeting the description of both Juvenile Probation and Child Welfare Services is perplexing and disturbing. Neither of our systems is currently capable of serving these children effectively and they are at risk. These issues require a multi-agency response. We see hope in the closer collaboration among disciplines. Solutions also may reside in resource and information sharing and collaboration with the Court, with the Probation Department and other agencies outside of the HHSA.

Improved sharing of information is a topic raised in the PQCR which we plan to address in the SIP. Additionally, we are considering the formation of a task force to readdress the issue of dual jurisdiction.

The anticipated integration of Probation into CWS/CMS will help bridge the information gap between the departments and provide a data tracking system that has not existed previously for Probation.

**A. PART I—CWS/PROBATION**

1. CWS/Probation Cover Sheet: See on page 2
2. CWS/Probation Narrative: See starting on page 6

## C. CWS/Probation SIP Matrix ISSUE # 1: CWS

<b>Outcome/Systemic Factor:</b> Measure C1.1 "Reunification Within 12 Months (Exit Cohort)"							
<b>County's Current Performance:</b> 59.3% or -16.7% off the baseline at Quarter 2, 2010							
<b>Improvement Goal 1.0</b> Improve 12-month reunification rate without increasing subsequent re-entry rate							
<b>Milestone</b>	<b>Strategy 1.1</b> Improve correct usage of SDM assessments at return of children home from FR	<b>Timeframe</b>	<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b> If Safety and Risk Assessments are done properly according to the SDM Tutorial, it would be a good guide for safety of returning children to their families. This is an evidence-based tool required by the state and staff have been trained.	<b>Assigned to</b>	Leadership Workgroup	
			<input type="checkbox"/> CBCAP				
			<input type="checkbox"/> PSSF				
			<input checked="" type="checkbox"/> N/A				
			May 13, 2011 – Nov. 30, 2011				
	1.1.1 Evaluate current practice of SDM at return of children home from FR		May 13, 2011 - May 31, 2012				Leadership Workgroup
	1.1.2 Increase use of SDM for FM assessments		May 13, 2011 - May 31, 2012				Leadership Workgroup
	1.1.3 Improve quality of FM assessments		May 13, 2011 - May 31, 2012				Leadership Workgroup
<b>Milestone</b>	<b>Strategy 1.2</b> Monitor re-entry after reunification	<b>Timeframe</b>	<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b> Since our goal is to improve reunification within 12 months without increasing subsequent re-entry, we want to make sure these efforts are working as hoped.	<b>Assigned to</b>	Emergency Response Supervisors	
			<input type="checkbox"/> CBCAP				
			<input type="checkbox"/> PSSF				
			<input checked="" type="checkbox"/> N/A				
			May 13, 2011 – Nov. 30, 2012				
	1.2.1 Monitor quarterly CMS reports as well as Safe Measures on a regular basis		May 13, 2011 – Nov. 30, 2012				Emergency Response Supervisors



<b>Strategy 1.3</b> Include Parenting Classes in our Office of Child Abuse Prevention Request For Proposal for Family Resource Centers to provide		<input checked="" type="checkbox"/> CAPIT		<b>Strategy Rationale</b> Our fiscal cutbacks are forcing us to prioritize and cut some of the parenting classes required for Family Reunification that have been provided by our agency. Family Resource Centers can possibly provide them in their areas in place of the offerings we can no longer provide.	
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input type="checkbox"/> N/A			
<b>Milestone</b>	<b>1.3.1</b> Issue RFP for 2011-2014 contracts for Child Abuse Prevention services	<b>Timeframe</b>	May 13, 2011 - May 30, 2011	<b>Assigned to</b>	Contracts Administrator
	<b>1.2.2</b> Contract with approved agencies responding to RFP for these classes		May 13, 2011 - June 30, 2011		Contracts Administrator
	<b>1.2.3</b> Refer CWS clients to agencies contracting for these classes		July 1, 2011 - June 30, 2014		Social workers
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> <ul style="list-style-type: none"> <li>Major insurmountable problems in families, such as mental health problems and long-term domestic violence, make reunification extremely difficult and unsafe for many families affecting this outcome.</li> <li>Cuts to Mental Health and AOD services have impacted our ability to successfully address the family issues.</li> <li>Current and looming staffing cuts may negatively impact our effective work with families.</li> </ul>					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> SDM training on assessments and other activities for Open Cases—possibly available in-house					
<b>Identify roles of the other partners in achieving the improvement goals.</b>					
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>					

## ISSUE # 2: CWS

<b>Outcome/Systemic Factor:</b> C3.3 "In Care Three Years or Longer"					
<b>County's Current Performance:</b> 70.6% or -41.2% off the baseline in Quarter 2 2010					
<b>Improvement Goal 1.0</b> Reduce the number of children still in care at age of majority of emancipation					
<b>Strategy 1.1</b> Reinstitute Family Finding during the first 30 days of cases and on into the life of the cases		<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> Establishing lifelong connections can help children's behavior, possibly allowing them to be placed with family members that can last. Research shows that placement with kin can cut way down on the number of placements experienced by children.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
<b>Milestone</b>	1.1.1 Identify staff to do Family Finding during the first 30 days of cases	<b>Timeframe</b>		May 13, 2011 - June 30, 2011	<b>Assigned to</b> Emergency Response Court supervisors / Court Liaison  Continuing Supervisors  Leadership Team
	1.1.2 Fold Family Finding in with Concurrent Planning at every six-month review hearing			May 13, 2011 - June 30, 2012	
	1.1.3 Review effectiveness of Family Finding and statistics			May 13, 2011 - Dec. 31, 2012	
<b>Strategy 1.2</b> Transition Plan for each youth, to be reviewed every six months		<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> Engaging youth in planning for their transition from foster care can help stabilize them and their behavioral issues.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
<b>Milestone</b>	1.2.1 Evaluate current practice of transition planning & inclusion in Case Conferencing template	<b>Timeframe</b>		May 13, 2011 - Nov. 30, 2011	<b>Assigned to</b> Social work supervisors  Social workers
	1.2.2 Increase youth participation in transition planning. Potential for Youth Resource Center to support buy-in for participation (unfunded)			May 13, 2011 - Nov. 30, 2012	

<b>Strategy 1.3</b> Collaborate with County Probation to incorporate mentoring with CWS Youth		<b>Strategy Rationale</b> Mentoring CWS youth for their transition from foster care can help stabilize them and their behavioral issues.	
<b>Milestone</b>	<b>1.3.1</b> Evaluate current mentoring program put together by Juvenile Justice Commission for appropriateness of including CWS youth	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Assigned to ILSP Coordinator
	<b>1.3.2</b> If opportunities exist, consider including mentoring programs at FRCs in our RFP for CWS youth	May 13, 2011 - June 30, 2011	
<b>Milestone</b>	<b>Strategy 1.4</b> Continue Personal Village Conferencing for strengthening family supports and systems	May 13, 2011 - June 30, 2011	Contracts Administrator
	<b>Strategy Rationale</b> Our family group conferencing model, Personal Village Conferencing, helps to bring families together and bring to their awareness the strengths they have in their families and communities.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Assigned to Specialists/administrators/social workers
<b>Milestone</b>	<b>1.4.1</b> Continue our current model with as many families as appropriate and possible	May 13, 2011 – May 13, 2014	
<b>Milestone</b>			

<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p> <ul style="list-style-type: none"> <li>• Current and looming staffing cuts could limit our efforts to reinstate our Family Finding efforts with appropriate deployment of staff, as well as Personal Village Conferencing.</li> <li>• According to the California Fostering Connections webpage referring to California's recently passed AB 12, "With this legislation, 1 in 5 youth who "age out" nationally will receive the support of the foster care system to age 21, ending an era of neglect and providing youth in foster care with the same common-sense assistance provided to children from in-tact families. Thousands of relative care providers will participate in the new, federally-funded subsidized guardianship program, providing much needed support that promotes stability among children." This affords a substantial uncertainty as to how Measure C3.3 will be affected.</li> </ul>	<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <ul style="list-style-type: none"> <li>• Await an All County Letter giving instruction on how the AB 12 legislation is to be applied locally.</li> <li>• Education of staff for new procedure for first 30-day Family Finding and process to be developed for following through with every 6-month review hearing.</li> </ul>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p>	<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> See above.</p>

### ISSUE # 3: CWS

<b>Outcome/Systemic Factor:</b> C4.3 "Placement Stability (at least 24 months in care)"						
<b>County's Current Performance:</b> 28.7% or -26.1% off the baseline at Quarter 2 2010						
<b>Improvement Goal 1.0</b> Reduce the number of placements children experience while in foster care						
<b>Strategy 1. 1</b> Reinstitute Family Finding during the first 30 days of cases and on into the life of the cases			<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b> Establishing lifelong connections can help children's behavior, possibly allowing placements with family members that can last. Research shows that placement with kin can cut way down on the number of placements experienced by children.		
			<input type="checkbox"/> CBCAP			
			<input type="checkbox"/> PSSF			
			<input checked="" type="checkbox"/> N/A			
<b>Milestone</b>	1.1.1 Identify staff to do Family Finding during the first 30 days of cases	<b>Timeframe</b>	May 13, 2011 - June 30, 2011		<b>Assigned to</b>	Emergency Response Court Supervisors / Court Liaison
			May 13, 2011 - June 30, 2012			Continuing Supervisors
			May 13, 2011 - Dec. 31, 2012			Leadership Team
<b>Strategy 1. 2</b> Increase social worker visits at foster placement for highest-risk kids			<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b> Increased contact and relationship with these highest-risk kids can help to stabilize their placements.		
			<input type="checkbox"/> CBCAP			
			<input type="checkbox"/> PSSF			
			<input checked="" type="checkbox"/> N/A			
<b>Milestone</b>	1.2.1 Define highest-risk kids	<b>Timeframe</b>	May 13, 2011 - June 30, 2011		<b>Assigned to</b>	Management & Placement Teams
			May 13, 2011 - June 30, 2011			Management & Placement Teams
			May 13, 2011 - Dec. 31, 2011			Management & Placement Teams
	1.2.2 Establish frequency of visits and coordinate communication for highest-risk kids					
	1.2.3 Review efficacy of increased visits using CMS quarterly reports					

<b>Strategy 1.3</b> Explore with FFAs having some of their foster parents openly communicate with / mentor birth parents		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<b>Strategy Rationale</b> This would allow extra help working with children, the children may become more hopeful, could possibly lead to family reunification or at least relationship stabilization, and FFA homes are strong with the social work support they get from the FFAs. Success would be measured by increased communication and cooperation between birth & foster families, as well as increased length (stability) of placements.		
<b>Milestone</b>		<b>Timeframe</b>		<b>Assigned to</b>		
<b>1.3.1</b> Conduct conversations with FFAs to see if this is a feasible idea		May 13, 2011 - Nov. 30, 2011		Management Team		
<b>1.3.2</b> If this concept is deemed feasible, select one or two foster parent/family pairs as pilot families		May 13, 2011 - May 30, 2012		Social Work Supervisors & FFAs		
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> Current and looming staffing cuts could limit our efforts to reinstate our Family Finding efforts with appropriate deployment of staff, as well as to increase foster placement visits for highest-risk kids.						
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Develop and distribute plans and policy/procedures for high-risk visits and train staff						
<b>Identify roles of the other partners in achieving the improvement goals.</b> We would definitely need support of FFAs and their foster families to achieve Strategy 1.3						
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>						

## ISSUE # 4: CWS

<b>Outcome/Systemic Factor:</b> SDM Assessment Compliance					
<b>County's Current Performance:</b> Case Closure: Safety Assessment: 2% compliance at Sept. 2010; Risk Assessment: 70% eventual compliance					
<b>Improvement Goal 1.0</b> Increase compliance of timely case closure risk and safety assessments					
<b>Strategy 1.1</b> Retrain continuing social workers on SDM Case Closure Risk and Safety assessments		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale</b> This tool is important in assessing the safety of the family prior to closing the case.		
			<div>Assigned to</div> <div>May 13, 2011 - Nov. 30, 2011</div> <div>May 13, 2011 - June 30, 2012</div> <div>Training Coordinator</div> <div>Training Coordinator</div>		
<b>Milestone</b>	<b>1.1.1</b> Conduct In-House or UC Davis training on Case Closure Assessments  <b>1.1.2</b> Have social work staff participate in Signs of Safety training being brought to our county by FIRST 5 Mendocino	<b>Timeframe</b>			
<b>Strategy 1.2</b> Monitor performance on SDM Case Closure Assessments		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale</b> We need to make sure our efforts are being followed and are benefiting our clients.		
<div>Assigned to</div> <div>May 13, 2011 - Nov. 30, 2012</div> <div>Management Team</div>					
<b>Milestone</b>	<b>1.2.1</b> Monitor monthly SDM Compliance reports	<b>Timeframe</b>			
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>					

<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <ul style="list-style-type: none"> <li>• Staff will be re-trained in-house on consistent use of SDM assessments at case closure.</li> <li>• UC Davis will be working with supervisors and managers to learn to read cases to be able to assess the SDM assessments for accuracy. This will include all tools including at case closure.</li> </ul>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>FIRST 5 Mendocino will be bringing training on Signs of Safety to our county and invite our staff to attend.</p>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p>



## ISSUE # 5: CWS/Probation

<b>Outcome/Systemic Factor:</b> Reported in our PQCR and CSA that valuable information (i.e. psychological evaluations, treatment need assessments, discharge summaries) are not being passed between Probation and Child Welfare Services. Improved collaboration could make CWS and Probation better partners in the effort to get kids home. This could also improve outcomes related to Long Term Foster Care and Placement Stability.						
<b>County's Current Performance:</b> N/A						
<b>Improvement Goal 1.0</b> Improve the exchange of information process when cases are transferred between Probation and Child Welfare Services to support the best continuum of care for the child moving between systems.						
	<b>Strategy 1.1</b> Convene workgroup to address these issues		<b>Strategy Rationale</b> Together we can hammer out what the problems are and find solutions.			
			<input type="checkbox"/> CAPIT	<b>Assigned to</b>		
			<input type="checkbox"/> CBCAP			
			<input type="checkbox"/> PSSF			
			<input checked="" type="checkbox"/> N/A			
<b>Milestone</b>	<b>1.1.1</b> Redesign the 241 referral form and develop a checklist for documents to be transferred between agencies	<b>Timeframe</b>		May 13, 2011 - Nov. 30, 2011		Court Supervisors / Liaisons of both agencies
	<b>1.1.2</b> Determine if a court order is required to share documents such as psychological, mental health, AODP assessments and placement discharge summaries between agencies			May 13, 2011 - Nov. 30, 2011		Department heads Court Supervisors / Liaisons of both agencies
	<b>1.1.3</b> Determine if targeted documents are located in CWS/CMS or only in hard copies in department files. Identify who will pull files and copy identified documents			May 13, 2011 - Nov. 30, 2011		Court Supervisors / Liaisons of both agencies

Strategy 1.2 Link Probation with CWS/CMS		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A				Strategy Rationale Probation having access to CWS/CMS and CWS cases will help Probation to share case backgrounds and save time.
Milestone	Timeframe	May 13, 2011 - June 30, 2011				Assigned to Probation management, CWS CWS/CMS Administrator
	1.2.1 Activate Probation with CWS/CMS & Safe Measures for access to CWS cases					
	1.2.2 Train Probation workers to use CWS/CMS	May 13, 2011 - June 30, 2011				UC Davis Training Academy, CWS/CMS Administrator
Strategy 1.3 Reevaluate the possibility of Dual Jurisdiction and the current WIC 241.1 process		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A				Strategy Rationale We need to assure that families are being best-served. In addition, the impacts of the newly-passed AB12 providing foster care to youth between 18 and 21 on both systems is as yet unknown.
Milestone	1.3.1 Convene task force to review AB 12 incremental impacts upon both Probation and CWS systems	May 13, 2011 - Nov. 30, 2011				CWS & Probation Management
	1.3.2 Review MOU between CWS and Probation for best service to families	May 13, 2011 - Nov. 30, 2011				CWS & Probation Management
	1.3.3 Rewrite MOU and protocols as needed	May 13, 2011 - May 31, 2012				CWS & Probation Management
	1.3.4 Cross-train CWS and Probation staff on implementation of AB 12	May 13, 2011 - Nov. 30, 2012				CWS & Probation Training Coordinators

<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p> <p>Update of MOU between Probation and CWS. Detail any changes in the process as a result of the 241.1 task force recommendations. Address any concerns regarding confidentiality issues. Obtain access to SAFE Measures through CWS.</p>
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>Will need UC Davis training for Probation's implementation and use of CWS/CMS system. Ongoing CWS training support to use CWS/CMS at go live in March. Probation will need training on SAFE measures system by UC Davis and CWS.</p> <p>Will require cross training for Probation and CWS staff on understanding each other's roles and responsibilities in implementation of AB 12.</p>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>CWS' CWS/CMS Administrator is our identified SPOC (Single Point of Contact). Probation will need to remain in close contact with our SPOC for on-going training during and after implementation of CMS/CWS system.</p>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <p>Statutory clarification on AB12 regarding the child choosing continuing services and the criteria to determine if child continues in 602 or 300 court after age 18 for setting of 6 month reviews to address compliance to qualify for services.</p>

## ISSUE # 6: Probation

**Outcome/Systemic Factor:** The focus of our PQCR was identifying areas of deficiency in our current transitional services. This measure seeks to improve successful transition into adulthood for youth in foster care.

### County's Current Performance:

N/A

### Improvement Goal 1.0

To improve outcomes for youth transitioning into adulthood and minimize high risk factors.

#### Strategy 1.1

Provide mentoring services for youth in foster care.

<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> Available literature indicates life long connections increase the likelihood of success in transitioning into adulthood.
<input type="checkbox"/>	CBCAP	
<input type="checkbox"/>	PSSF	
<input checked="" type="checkbox"/>	N/A	

Milestone	Timeframe		Assigned to
	1.1.1 Work with the Juvenile Justice Commission on their project to identify current resources and gaps in agencies providing mentoring. Coordinating County mentoring efforts.	May 11, 2011 - Nov. 30 2012	
	1.1.2 Increase mentors through educating the public on the needs and rewards of mentoring (advertising, develop and distribute brochure)	May 13, 2011 - Nov. 30, 2011	
	1.1.3 Develop website for easier access to available mentoring options and/or becoming a volunteer mentor.	May 13, 2011 - Nov. 30 2012	
	1.1.4 Develop peer mentoring both individually and through peer support group facilitated by emancipated youth.	May 13, 2011 - Nov. 30 2012	
			Probation supervisor Juvenile Justice Commission
			Probation supervisor Juvenile Justice Commission
			Probation supervisor Juvenile Justice Commission
			Arbor on Main Big Brothers Big Sisters

Strategy 1. 2 Develop family finding resources and strategies		Strategy Rationale AB 938 stresses the importance of family engagement (immediate and extended) for foster care youth as it relates to successful transition to adulthood.			
		<input type="checkbox"/> CAPIT	Assigned to	May 13, 2011 - June 30, 2011	Division Manager Probation Placement supervisor
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
1.2.1 Develop internal procedures to ensure process of family finding occurs	Timeframe	May 13, 2011 - Nov. 30, 2011		Division Manager Probation Placement supervisor	
1.2.2 Develop training on family finding (UC Davis, CWS and family finding training disc)		Nov. 30, 2011 – May 13, 2014		Division Manager Probation Placement supervisor	
1.2.3 Build and encourage on-going family involvement (family tree)				Probation Supervisors Probation officers	
Strategy 1.3 Improve Transitional Planning		Strategy Rationale Available literature indicates that acquiring and refining independent living skills supports a positive outcome for living a responsible lifestyle.			
		<input type="checkbox"/> CAPIT	Assigned to	May 13, 2011 - June 30, 2011	Placement PO and Child
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
1.3.1 T.I.L.P. (Transition Plan)	Timeframe	May 13, 2011 - July 31, 2011		Placement PO and Child	
1.3.2 90 day transition plan. Hold "formal" transition conference (assure out of county transition plans include services from the County where the child intends to reside)		May 13, 2011 - July 31, 2011		Placement with CWS/CMS	
1.3.3 N.Y. T. D. – Utilize data produced from NYTD to identify gaps and needs		May 13, 2011 - Nov. 30, 2011		Probation ILP Coordinator Possible CWOIP funds Local Business Owners	
1.3.4 Develop independent skills classes for transitional age youth (Change Company workbooks, Arbor on Main, Employer vocational workshops)					

<b>Strategy 1.4</b> Family Engagement		<input type="checkbox"/> CAPIT		<b>Strategy Rationale</b> Data indicates a successful transition is more likely with family engagement throughout the process
		<input type="checkbox"/> CBCAP		
		<input type="checkbox"/> PSSF		
		<input checked="" type="checkbox"/> N/A		
<b>Milestone</b>	<b>1.4.1</b> Develop educational and support classes for parents (parent partner support group, probation parent support group and teen parenting classes)	<b>Timeframe</b> May 13, 2011 - Nov. 30, 2011	<b>Assigned to</b> Foster Kin and adjunct agencies Parent partners Probation officer	
	<b>1.4.2</b> Provide transportation assistance for parents to attend classes, counseling and visitation to placement.	May 13, 2011 - July 31, 2011	Probation Possible CWOIP funding	
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> Current looming department funding issues could limit fiscal support to accomplish milestones 1.3.4 and 1.4.2. Continue to delegate staff to participate in the transition systems of care (TSOC) meetings. To seek create and maintain links with the family to support transition. How to develop relationships with local employers to create local job opportunities.				
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> CWS training on family finding resources, access to websites utilized currently by CWS for family finding efforts. Utilize UC Davis for training on NREFM.				
<b>Identify roles of the other partners in achieving the improvement goals.</b> Collaboration with Juvenile Justice Commission, continue full utilization of the Arbor on Main, MPIC (Mendocino Private Industry Council) for job training, State Dept. of Rehabilitation and R.O.P. (Regional Occupation Program) for vocational training and Big Brothers Big Sisters for mentoring goals; Foster Kin Education classes to conduct parent education classes; Participation from ILP coordinator for independent living skills training and classes.				

## **D. CWSOIP Narrative**

### **CWS:**

For the fiscal year 2010-2011, CWS has a Child Welfare Services outcome Improvement Project (CWSOIP) allocation of \$71,680. Knowing that we can only estimate how much may be allocated in the three years covered by this SIP, following is how we expect to spend these funds for 2011-12, assuming approximately \$70,000:

#### **Measure C3.3: “In Care Three Years or Longer” and**

#### **Measure C4.3: “Placement Stability (at least 24 months in care)”**

Strategy 1.1 for each: “Reinstitute Family Finding during the first 30 days of cases and on into the life of the cases”

For this strategy we have very recently reinstituted Family Finding in the first 30 days of cases, with a new Policy & Procedure to guide us. Two staff members have been identified to conduct this process, one in the first week after detention of children, and one to take that information and follow up with family members. We then intend to fold Family Finding in with Concurrent Planning for every six-month review, and involve youth old enough to be interested and involved in the planning. We will utilize funding for staff time for overseeing and guiding this process and putting it into place.

We could easily spend more than twice the full CWSOIP allocation on this strategy, or around \$187,000.

#### **Measure C3.3: “In Care Three Years or Longer”**

Strategy 1.4, “Continue Personal Village Conferencing for strengthening family supports and systems”

For this strategy, we aim to strengthen the support systems that our client families have but may not be aware of, with the outcome of a family plan for who can help in what ways to get the family back on track to reunify with their children. We have designed our own family group counseling process, called Personal Village Conferencing, and can easily estimate good use of this allocation for the purpose of strengthening and making more widespread our use of this model. At this point we conduct about one conference every 2 months, but we are working to expand that frequency.

We estimate spending approximately \$12,578 on this strategy.

### **Probation:**

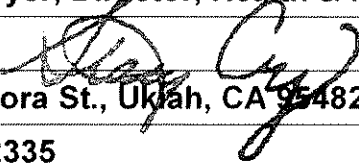
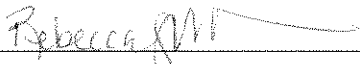
The Mendocino County Probation Department plans to use a portion of our CWSOIP allocation to continue funding the annual contract fee for our Juvenile PACT risk and needs assessment tool. The PACT enables the Probation Department to assess more consistently the potential for wards to successfully reunify with parents and be placed in less restrictive settings. A portion of the allocation will be used to continue to fund clerical assistance for the Juvenile Placement Unit. This position assists the Placement Unit staff in completing case plans and securing necessary documentation freeing up more time for the officers to work directly with juveniles in placement. This year, the Probation Department plans to secure additional funding to purchase the Courage for Change program and train staff to use it. This program provides juveniles with the opportunity to explore identified areas of risk and need. Probation Officers will work closely with juveniles to assist them in addressing issues,

further identifying needs and securing necessary services. If we are able to secure outside funding for this project, we will use a portion of the CWSOIP allocation for program materials. Finally, the Probation Department will work closely with CWS staff to identify available funding for parent transportation to and from placement facilities for visits with their children.

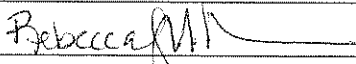
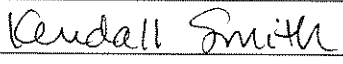


## E. PART II—CAPIT/CBCAP/PSSF

### 1. Cover Sheet

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	May 14, 2011 – May 13, 2014
Date Submitted:	May 14, 2011
Submitted by:	Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs
Name & title:	Stacey Cryer, Director, Health & Human Services Agency
Signature:	
Address:	1120 S. Dora St., Ukiah, CA 95482
Fax:	707-472-2335
Phone & E-mail:	707-472-2799 cryers@co.mendocino.ca.us
Submitted by:	Child Abuse Prevention Council (CAPC) Representative
Name & title:	Rebecca Wilson, Chair, PCCY/CAPC
Signature:	
Address:	P.O. Box 839, Ukiah, CA 95482
Fax:	707-463-7960
Phone & E-mail:	707-463-7787 wilsonr@co.mendocino.ca.us
Submitted by:	Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)
Name & title:	Lisa Vance, parent/member of CAPC
Signature:	
Address:	
Fax:	
Phone & E-mail:	

## CAPIT/CBCAP/PSSF Contact and Signature Sheet (continued)

<b>Submitted by:</b>	<b>PSSF Collaborative Representative, if appropriate</b>
<b>Name &amp; title:</b>	Rebecca Wilson, Chair, PCCY/CAPC
<b>Signature:</b>	
<b>Address:</b>	P.O. Box 839, Ukiah, CA 95482
<b>Fax:</b>	707-463-7960
<b>Phone &amp; E-mail:</b>	707-463-7787 wilsonr@co.mendocino.ca.us
<b>Submitted by:</b>	<b>CAPIT Liaison</b>
<b>Name &amp; title:</b>	Carole Aleshire, Program Administrator
<b>Address:</b>	P.O. Box 839, Ukiah, CA 95482
<b>Fax:</b>	707-463-7960
<b>Phone &amp; E-mail:</b>	707-463-7984 aleshirec@co.mendocino.ca.us
<b>Submitted by:</b>	<b>CBCAP Liaison</b>
<b>Name &amp; title:</b>	Carole Aleshire, Program Administrator
<b>Address:</b>	P.O. Box 839, Ukiah, CA 95482
<b>Fax:</b>	707-463-7960
<b>Phone &amp; E-mail:</b>	707-463-7984 aleshirec@co.mendocino.ca.us
<b>Submitted by:</b>	<b>PSSF Liaison</b>
<b>Name &amp; title:</b>	Carole Aleshire, Program Administrator
<b>Address:</b>	P.O. Box 839, Ukiah, CA 95482
<b>Fax:</b>	707-463-7960
<b>Phone &amp; E-mail:</b>	707-463-7984 aleshirec@co.mendocino.ca.us
<b>Board of Supervisors (BOS) Approval</b>	
<b>BOS Approval Date:</b>	5/3/11
<b>Name:</b>	KENDALL SMITH, CHAIR
<b>Signature:</b>	

## 2. **CAPIT/CBCAP/PSSF Plan**

- a. The County SIP Team is included on page 5 of this document.
- b. The Mendocino County Policy Council on Children & Youth / Child Abuse
- c. Prevention Council (PCCY/CAPC) (see roster on page 49) sits as a designated body of the Mendocino
- d. County Board of Supervisors. This body also acts as the PSSF Collaborative and as the CCTF Commission. Following is the Mission Statement for the CAPC:

“The mission of the PCCY Child Abuse Prevention Commission is to provide leadership through advocating for and coordinating Mendocino County’s community efforts to prevent and respond to child abuse and neglect.

The goals of the Child Abuse Prevention Commission are:

- 1. To provide a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases;
- 2. To promote public awareness of the abuse and neglect of children and the resources available for prevention, intervention and treatment;
- 3. To encourage and facilitate training of professionals in the detection, treatment, and prevention of child abuse and neglect;
- 4. To recommend improvements in services to families and victims;
- 5. To encourage and facilitate community support for child abuse and neglect programs.”

Following is a link to the PCCY/CAPC by-laws:

[http://www.co.mendocino.ca.us/hhsa/pdf/pccy\\_bylaws.pdf](http://www.co.mendocino.ca.us/hhsa/pdf/pccy_bylaws.pdf). More information about this body is available at <http://www.co.mendocino.ca.us/hhsa/children/pccy.htm>.

- e. The PCCY/CAPC includes parent consumers, and consumer input is provided to many of the Family Resource Centers (FRCs) that have previously benefited from Office of Child Abuse Prevention (OCAP) funding—CAPIT, PSSF and CBCAP, through encouraging and including parent consumers on their boards. Two standing committees of the PCCY/CAPC, Children’s Action Committee (CAC) and Mendocino Coast Child Abuse Prevention Coordinating Council (MCCAPCC), spend approximately \$15,000 in CCTF funds each year, some in support of training and empowering parent consumers, such as workshops in Adverse Childhood Experiences, with travel and lodging paid with CCTF funds. More information on this spending for the past year is available at the PCCY/CAPC website cited above.
- f. Mendocino County Health and Human Services Agency is the agency designated by the Board of Supervisors to administer the CAPIT/CBCAP/PSSF programs. A
- g. Program Administrator from the Children & Family System of Care Branch, Child Welfare Services Division, is designated as the Liaison for these purposes, and supervises the work of a Program Specialist, who together carry out the responsibilities associated with monitoring subcontractors, integration of local services, fiscal compliance, data collection, preparing annual reports and outcomes evaluation. Data submitted to the OCAP by the county is in the aggregate, rather than

by individual contractor or subcontractor.

h. Fiscal Narrative:

i. County HHSA monitors the CAPIT/CBCAP/PSSF funding using a spreadsheet that includes sections for each contractor and columns for each of the funding streams, CAPIT, CBCAP and PSSF. We note as we pay down each of the allocations appropriately. Data is stored in a county-funded database system and reported in the aggregate at each annual report.

County Children's Trust Fund fiscal data (normally \$15,000/year) is kept by PCCY/CAPC and compiled at every annual report by the OCAP Liaison. It is posted on the PCCY/CAPC website at the same time.

ii. Though we have not yet completed nor released the RFP for these funds, we will again be addressing the RFP primarily to Family Resource Centers around the county. What will be accepted and contracted is also of course yet to be seen, and will be decided with PCCY/CAPC's help. In the past, all of the FRCs with whom we contracted listed their services of Information and Referral and what we call "Access to Services" (including child care while parents are in classes or groups, translation services, access to legal help, etc.) as in-kind leverage for the services they provide under (OCAP) contract. We will require the same assurances in our new RFP.

iii. It is required in our RFP that the respondents provide assurance that funds received under these contracts will supplement, not supplant, other State and local public funds and services.

iv. Regarding the requirement that directed funds be used 20% each for Family Preservation; Family Support; Time-Limited Family Reunification; and Adoption Promotion and Support, we have been able to fulfill this requirement because of the wide range of clients that are served at the FRCs around the county with the programs funded by OCAP. Some are CWS clients, some are families needing support to keep their families going; and some are adoptive parents seeking services in the form of parenting classes, etc. All are welcome for all activities at the FRCs, but are required to declare their source of referral when completing their Intake, so that we may determine the correct funding stream for their activities.

i. Local Agencies – Request for Proposal

i. Our county's policy regarding Requests for Proposal will be strictly followed, and is required to be competitive. The selection committee will be comprised of HHSA staff and a subcommittee of PCCY/CAPC.

ii. Our RFP has been directed by PCCY/CAPC to be directed to non-profit Family Resource Centers which are located around the county in strategic areas where they are vibrant hubs of their communities. They have all demonstrated effectiveness in prevention and intervention. This RFP will also require FRCs to provide evidence of need and potential participants, such as past participation, in order to be a successful candidate.

iii. Our county's RFP template requires letters of reference to be provided. In the past we have also requested evidence of support by the local school district, which is easy because most of the FRCs are connected with their schools. We also require services to be unduplicated in the communities. These assurances will be required in our new RFP. Additionally, these FRCs are mostly placed right in the remote neighborhoods where the FRC is "the" place to go for help and services.

iv. In terms of cultural and linguistic appropriateness, our largest non-Caucasian population is Latino, and there are two FRCs specifically providing services to the Latino population. There are also Spanish versions of classes/groups provided at most of the FRCs, with Latino staff members providing the appropriate services. We at HHSA as well as the FRC Network of Mendocino County and FIRST 5 Mendocino, have been supportive and encouraging for several years of a Native American FRC being formed in the one specific, remote valley which is home to mostly Native American people. These efforts continue.

v. The FRC Network is committed to pooling needs and funds for training and technical assistance in the area of Child Abuse Prevention, as well as Peer Review planning, and other needs that arise. The main providers of these trainings have been Strategies and our local North Coast Opportunities, a non-profit organization involved in child development, child care, Head Start, foster grandparent programs, community services and a volunteer network, among other things. With the FRC Network and training and organization by NCO, the community has recently developed and expanded a volunteer network and most FRCs now have a volunteer coordinator (in some cases volunteers themselves) and volunteer staff. NCO has also developed a database to store the information on all of these activities.

vi. Minority populations are covered in the cultural- and linguistic-appropriate section above at iv.

vii. Projects funded for the most part are for the benefit of families with children, such as very successful tutoring programs which also include parents in the work. Other funded projects include parenting classes, most of which are for younger children. The exception is the Youth Resource Center in Ukiah which is funded with the others, and their population is aimed at 15 – 24 year-olds. However, many of these are teen parents, so there are still young children benefiting from those programs as well, including a Teen Parents class.

viii. A part of our RFP as well as contracting process includes a “certification regarding debarment, suspension, and other responsibility matters...” which fills the federal requirements.

ix. All applicants for the OCAP funds are required via the RFP to take part in the county-run database for collecting and reporting data regarding services provided at the FRCs. This data is monitored monthly for compliance with contracts and is used for reporting to OCAP annually.

**For the use of CAPIT funds:**

i. Priority for services will be given to children who are at high risk, including children and their parents who are clients of Child Welfare Services. We have expanded the referral source selection in our “Intakes” in the database used by all contracted FRCs and have told them they are required to use this field for reporting to us their client base utilizing the various OCAP funding sources. We will also compare client lists with CWS client lists to tie those together definitively.

ii. The requirement for cash or in-kind match is covered in section h. ii above, on page 44.

j. CBCAP Outcomes:

i. **Engagement Outcomes:** Contractors selected from the RFP for this next three-year period will be required to administer customer satisfaction surveys in order to gather information about the level of trust developed with program staff, whether or not

program participants felt welcome when receiving services, and the extent of voluntary attendance. Funded agencies will also be required to report the numbers of individuals and families participating in activities and classes each month. The overall change or status in the number of participants will be used to analyze the effectiveness of the agency's engagement efforts.

**ii. Short Term Outcomes:** Whenever appropriate, pre- and post- assessments will be administered to program participants to capture the changes in the knowledge, attitude, skills and aspirations of the participants. In addition, for tutoring activities, agencies will be requested to obtain from their associated schools the pre- and post-grades for the children being tutored. This should be a good indication of effectiveness of the programs.

**iii. Intermediate Term Outcomes:** Where applicable, to assess intermediate outcomes, self-assessments will be administered to program participants at regular intervals during and after the receipt of services. Data to be collected may include, but not necessarily be limited to, perceived family stress levels, participation in the work force, utilization of community services, and perceived family problem-solving skills.

**iv. Long Term Outcomes:** The most long-term and substantive indicators of success or lack thereof, lie in the AB636 System Improvement Plan Quarterly Outcome Reports used to assess progress toward meeting these long-term goals. We will review referral rates by zip code area to help assess the effectiveness of prevention efforts by specific FRCs.

k. Peer Review Activities:

The FRC Network of Mendocino County (Network) has been trained by Strategies on the CBCAP-approved Peer Review process. Each FRC has been pleasantly surprised at the in-depth analysis that occurs on each topic of assessment. FRCs have reviewed outcomes of these assessments at Network meetings. Strategies is due to return for an after-training to wrap up this process and make conclusions. This process will be repeated periodically to keep the assessments fresh and pertinent.

l. Service Array:

From our 2011 County Self Assessment: "Mendocino County enjoys an array of public and private agencies and organizations that provide a variety of prevention-focused programs and activities. The county is geographically large and rural. This leaves gaps in remote parts of the county. In the past, most services were available in the three population centers—Fort Bragg, Willits and Ukiah. With the economic downturn, however, some vital services have been drastically reduced and/or eliminated even in these three cities."

The services requested in our RFP include some of the parenting groups and classes that have been reduced in the core cities, and will hopefully be offered, and funded by OCAP funding, in the more distant rural areas of our county. This has in the past made these vital services much more accessible to the population all around the county.

m. CAPIT/CBCAP/PSSF Services and Expenditure Summary: (attached)

Descriptions of programs listed on Summary, by Summary line number:

*Programs 1, 2 and 3 are part of a series of classes/groups included in our Family Empowerment Model that is accepted by our Court as mandatory for FR/FM clients:*

1. Classes in child development: picking up where our HHSA contracted and staff-led classes are left unfunded: educate parents in normal child development
2. Communication classes: picking up where our HHSA contracted and staff-led classes are left unfunded: educate parents on healthy communication skills

3. Classes in breaking the cycle of abuse: picking up where our HHSA contracted and staff-led classes are left unfunded: Not anger management classes, but participants learn skills and tools on dealing with anger, family violence, relationships and communication.
4. After school / summer programs: summer programs can include Plan Vacacional, a group where Mexicans are brought to town for a summer program teaching dance and songs in the native culture of Mexico, for Latino children and families; After school programs can include activities such as: homework assistance, indoor games, computer access, singing group, gardening, cooking and snack preparation, topical discussions, art, yoga, and physical games. For older kids, some additional activities can be provided such as Zumba and Tae Bo workouts, anger management, and drug education
5. Tutoring programs: tutoring of various age/grade groups, with beginning and ending grades documented to measure success
6. Youth mentoring group: mentoring of teens & young adults in a group setting rather than one-on-one
7. Triple P groups/classes: a multi-level system of parenting and family support. It aims to prevent severe behavioral, emotional and developmental problems in children by enhancing the knowledge, skills, and confidence of parents. It can be provided individually, in a group, or a self-directed format. It incorporates five levels of intervention on a tiered continuum of increasing strength for parents of children and adolescents from birth to age 16. -- <http://www.cebc4cw.org>
8. Nurturing Parent: family-based programs utilized for the treatment and prevention of child abuse and neglect. Program sessions are offered in group-based and home-based formats ranging from 12 to 48 sessions. Programs are designed for parents with young children birth to 5 years old, school-aged children 5 to 11 years old, and teens 12 to 18 years old. Parents and their children meet in separate groups that meet concurrently.-- <http://www.cebc4cw.org>
9. Crianza con Carino: Spanish version of Nurturing Parent  
Items 7, 8 and 9 will be reviewed for participants' referral source, and reviewed against CWS/CMS to report only those who are not CWS clients.
10. Alcohol/drug recovery groups: facilitated self-help support groups  
*Programs 11 – 15 are activities that have been offered in the remote areas of the county that have been shown to be successful and we wish to continue funding:*
11. Grandparents support group: grandmothers raising grandchildren get together for mutual support and exchange of helpful information
12. Love and Logic: parents learn to use easy techniques and steps to understand their children and have a better relationship with them. Raising responsible children, teaching children to understand consequences, and teaching parents to use empathy are only a few examples of what this program offers. It is designed to raise children with love rather than threats and punishments.
13. Family Harmony & Health: offered in Spanish and covering such topics as diabetes, mental health, and yoga, breast and colon cancer, back health, and sexually responsible behaviors for teens.
14. Junta de Padres: (Offered in Spanish) Each meeting offers a guest speaker to talk about issues of importance to parents and families, such as legal issues, immigration, taxes, nutrition, and more. Also includes discussion of issues of concern parents may have with their children.
15. Mom to Mom: informal mentoring program offered at The Arbor on Main and facilitated by Raise & Shine and Mendocino County Office of Education that offers new moms (including adoptive moms) time to connect with experienced moms to exchange stories, discuss issues, and exchange general advice and

guidance. A literacy component is included for children that attend with moms, with art and reading activities for the children attending.



**MENDOCINO COUNTY**  
**Policy Council on Children and Youth**  
**and**  
**Child Abuse Prevention Commission**

**PCCY/CAPC Membership Roster**

	Member Name	PCCY Membership
1	Donald F. Armstrong	Superintendent of a Unified School District Member #9
2	Todd Crabtree	Community Development Commission #3
3	Linda Crockett	Juvenile Justice & Juvenile Delinquency Prevention Commission # 20
4	Damon Dickinson	Special Education Local Plan Agency #16
5	Vacant	Welfare or Public Social Services #7
6	Vacant	Chief Probation Officer #5
7	Cathy Frey	Rural Health Clinics #3
8	Denise Gorny	Local child care resource and referral agency #7
9	VACANT	Alcohol and Other Drugs Programs/PH/HHSA #1
10	Sheryn Hilderbrand	Community At-Large Member #27
11	Vacant	Representative from Law Enforcement #14
12	Dennis Ivey	Mendocino County Superintendent of Schools #9
13	Zoy Kazan	Management of Mental Health Services Member #4
14	Anne Molgard	Non Profit Corporation #23
15	Linda Nagel PHN	Mendocino County Public Health Dept #6
16	VACANT	Representative from Indian Child Welfare Act Agency #21
17	VACANT	Prosecuting Attorney of the County #11
18	Judge David Nelson	Mendocino County Juvenile Court Judge #8

	Member Name	PCCY Membership
19	Carre Brown	Member of the Board of Supervisors #13
20	VACANT	Representative of the Latino Coalition #18
21	Camille Schraeder	Representative of the local Child Abuse Council #15
22	Richard Shoemaker	Community At-Large Member #28
23	Lisa Vance	Community At Large Parent Member #25
24	Karen Wandrei	Representative of a non-profit Agency #12
25	Laura Welter	Representative from WIB/Youth Council (YC) #22
26	Becky Wilson	Children's Services
27	VACANT	Representative from community organization tied to ethnic communities – Native American #19
28	VACANT	Community at Large Faith Based Member #26

For additional information please visit the PCCY website at:  
[www.co.mendocino.ca.us/hhsa/children/pccy.htm](http://www.co.mendocino.ca.us/hhsa/children/pccy.htm)

NOTICE OF INTENT  
CAPIT/CBCAP/PSSF PLAN CONTRACTS  
FOR MENDOCINO COUNTY

PERIOD OF PLAN (MM/DD/YY): 07/01/11 THROUGH (MM/DD/YY) 06/30/14

The undersigned confirms that the county intends to contract, or not contract with public or private nonprofit agencies, to provide services in accordance with Welfare and Institutions Code (**W&I Code Section 18962(a)(2)**).

In addition, the undersigned assures that funds associated with Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) will be used as outlined in statute.

The County Board of Supervisors designates Mendocino Cty Health & Human Serv. Ag. as the public agency to administer CAPIT and CBCAP.

**W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF.** The County Board of Supervisors designates Mendocino Cty Health & Human Serv. Ag. as the public agency to administer PSSF.

Please enter an X in the appropriate box.

- ☒ The County intends to contract with public or private nonprofit agencies to provide services.
- ☐ The County does not intend to contract with public or private nonprofit agencies to provide services and will subcontract with \_\_\_\_\_ County to provide administrative oversight of the projects.

In order to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan:

California Department of Social Services  
Office of Child Abuse Prevention  
744 P Street, MS 8-11-82  
Sacramento, California 95814

Kendall Smith  
County Board of Supervisors Authorized Signature

5/3/11  
Date

KENDALL SMITH  
Print Name

CHAIR  
Title

RESOLUTION NO. 11- 060

RESOLUTION OF THE MENDOCINO COUNTY BOARD OF SUPERVISORS APPROVING THE 2011 COUNTY SYSTEM IMPROVEMENT PLAN PREPARED BY THE MENDOCINO COUNTY HEALTH & HUMAN SERVICES AGENCY, CHILDREN AND FAMILY SYSTEM OF CARE AND THE MENDOCINO COUNTY PROBATION DEPARTMENT

WHEREAS, the County's Peer Quality Case Review (PQCR) was completed and submitted (not requiring approval by Board of Supervisors) in July, 2010; and

WHEREAS, the same two agencies worked in-depth together on the next required step, performing a focused analysis of child welfare data which incorporated input from the PQCR and from various child welfare constituents to review the full scope of child welfare and probation within Mendocino County and completed as the Mendocino County Self Assessment (CSA), approved by Board of Supervisors on January 25, 2011; and

WHEREAS, the same two agencies continued to work together along with the Policy Council on Children and Youth / Child Abuse Prevention Council (PCCY/CAPC) to create the System Improvement Plan which lays out our plan to work for the next three years on the issues raised in the PQCR and CSA.

NOW, THEREFORE, BE IT RESOLVED that the Mendocino County Board of Supervisors approves the Mendocino County System Improvement Plan and will sign said document as indication of that approval.

The foregoing Resolution introduced by Supervisor Pinches, seconded by Supervisor McCowen, and carried this 3rd day of May, 2011, by the following vote:

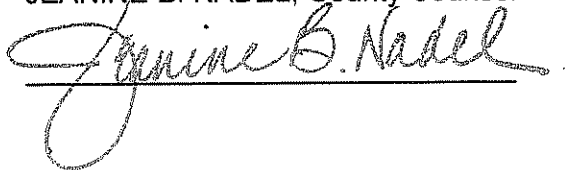
AYES: Supervisors Brown, McCowen, Pinches, Smith, and Hamburg  
NOES: None  
ABSENT: None

WHEREUPON, the Chair declared said Resolution adopted and SO ORDERED.

ATTEST: CARMEL J. ANGELO  
Clerk of the Board


  
Deputy

APPROVED AS TO FORM:  
JEANINE B. NADEL, County Counsel



  
Kendall Smith, Chair  
Mendocino County Board of Supervisors

I hereby certify that according to the provisions of Government Code Section 25103, delivery of this document has been made.

BY: CARMEL J. ANGELO  
Clerk of the Board  
  
Deputy

The foregoing instrument is a correct  
copy of the original on file in this office.

ATTEST:

CARMEL J ANGELO Clerk of the Board  
of Supervisors of the County of  
Mendocino, State of California

By: Kristine Hauke  
Deputy